

Request for Proposal (RFP) For Selection of Management Consultant for Setup of Infrastructure Development Financial Institution (Infra DFI)		RfP No 400 /2022/1626/BYO/ Premises dated May 07, 2021
PRE-BID CLARRIFICATIONS		

Virtual Pre-bid meeting for the aforesaid RfP was held on May 27, 2021 at 11 am. Based on the queries received from the prospective bidders and discussions with the bidders during the meeting, following clarifications / Corrigendum may please be noted.

Sr No	Clause / Section of RfP	Page No of RfP	Clarification Sought	Reply/Remarks of SIDBI
1	Part III: Eligibility & Evaluation Criteria" Sl. No 4,	14	<p>Referring to "Part III: Eligibility & Evaluation Criteria" Sl. No 4, The Bidder is required to have an annual turnover of INR 250 crores in each of the three financial years i.e. FY18, FY19 and FY20.</p> <p>Since we are a Global entity with worldwide operations, we request you to kindly consider the Global turnover of a Bidder (in our case it is over >INR 250 crores) or reducing the turnover requirement upto INR 45 crores in India to ensure an inclusive participation.</p>	For the purpose of annual turnover, Global turnover, wherever applicable can be considered.
2	Part III: Eligibility & Evaluation Criteria Point # 2 Bidder should have experience of at least 1	13	Bidder should have experience of at least 1 Ongoing / Completed assignment in helping public sector enterprises (PSE) or special purpose vehicles (SPVs) of Gol or any state in India in last 5 years as Project Management Unit to support	No change proposed.

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completed assignment in helping initial set-up of one organization across public sector enterprises (PSE) or Gol special purpose vehicles (SPVs) or private sector financial institution in last 5 years (date of completion of assignment should be within last 5 years of issue of this RFP). 'Set-up' activities include elements such as strategy or vision or roadmap or design; business plan or revenue model; roadmap and project management for implementation; identification and detailing of key processes; organization structure and HR processes, etc. Note: Initial set up in above para would also include work such as conversion of an organization into a new type of organization (other than mergers and acquisitions) or work done within 2 years of launch of new organization.

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3	<p>Point # 14 of Assignment data Sheet and Point # 4 of Part III: Eligibility & Evaluation Criteria</p> <p>Consortium bidding is not permitted. Credentials and resources including key personnel of only one and the sole bidder will be considered for evaluation.</p>	4 and 14	<p>The bidder shall be allowed for consortium of not more than two members, and/or strategic association specific to this assignment. The consortium/strategic association can be formed in conjunction with parent holding co and/or associate co and/or group of associate companies.</p>	<p>No change proposed.</p> <p>It is clarified that consortium would generally be with other unrelated entities, hence, bidding with parent or associate may not be considered as consortium bid. It may be mentioned that use of other entities as service providers to the bidder is permissible with full responsibility solely on the bidder.</p>
4	<p>Part III: Eligibility & Evaluation Criteria Point # 3</p> <p>The Bidder should have Net Profit (PAT) in last three financial years. (i.e. 2017-18, 2018-19 & 2019-20).</p>	13	<p>The Bidder should have Net Profit (PAT) in last three financial years. (i.e. 2017-18, 2018-19 & 2019-20). For bidders with global presence, global profitability will be considered</p>	<p>For the purpose of PAT, wherever applicable, the global profitability may be considered</p>
5	<p>Part III: Eligibility & Evaluation Criteria Point # 4</p> <p>The Bidder should be a Management Consulting Firm with an annual revenue (net of GST) of at least INR 250 Crore in each of the three financial years (i.e. 2017-18, 2018-19 & 2019-20). Management</p>	14	<p>The Bidder should be a Management Consulting Firm with an annual revenue (net of GST) of at least INR 250 Crore in each of the three financial years (i.e. 2017-18, 2018-19 & 2019-20). Management consulting firm refers to a firm involved in assisting and advising organizations in solving business problems across strategy / operations / performance / transformation /</p>	<p>For the purpose of annual turnover, Global turnover, wherever applicable may be considered.</p>

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	consulting firm refers to a firm involved in assisting and advising organizations in solving business problems across strategy / operations / performance / transformation / turnaround / organization design / digital transformation / HR through specialized expertise & experience. Revenues refer to revenues that the management consulting firm has earned as advisory fees in India on topics such as strategy / operations / sales / performance / transformation / turnaround / organization design / digital transformation / HR through specialized expertise & experience.		turnaround / organization design / digital transformation / HR through specialized expertise & experience. For bidders with global presence, global revenue will be considered	
6	Submission Date of Technical and Financial Proposals Proposals to be submitted by 5 pm, 8 the June 2021. Any proposal delivered after the deadline will not be	3	Considering the current pandemic scenario request please extend the deadline minimum 15 days more.	Considering the present pandemic situation, the last date of submission of the bids is being extended. Proposals to be submitted online (soft Copies) by 5 pm ,15 th June 2021 and hard copies by 3 pm, 21 st June 2021. Any proposal delivered after the deadline ie 5 pm, 15 th June 2021 will

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	considered and will be returned unopened.			not be considered. The bids will be opened on 16 th June 2021 at 03 pm. While submitting hard copy, The bidder has to certify that the information submitted in Soft copy and hard copy is exactly the same and in case of any discrepancies, bidder agree that the information contained in the soft copy will prevail.
7	Assignment Data Sheet Method of Selection Quality and Cost Based Selection: • 80% weight to Technical Proposal • 20% weight to Finance Proposal	3	As the minimum marks for technical qualification is 70 and those securing more than 70 but less than 80 will have no chance of winning the bid in QCBS 80:20 rule. Hence, please allow the QCBS Ratio as 70: 30 • 70% weightage to Technical Proposal • 30% weightage to Finance Proposal	No change proposed.
8	Part V: Payment Schedule Point no.1 Signing of Contract 5%	25	Please change to 10%	No change proposed.
9	Part V: Payment Schedule Point No. 2 Inception Report 10%	25	Please change to 15%	No change proposed.
10	Part V: Payment Schedule	25	Please change to 15%	No change proposed.

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	Point No. 7 Conclusion Report 25%			
11	<p>Details in respect of Milestone</p> <p>(*) against performance bank guarantee and will be adjusted over next four payments (against deliverables as specified in the table above)</p>	25	<p>The bidder has requested to modify the clause as under: (*) against performance bank guarantee</p>	<p>The said clause may be modified as under</p> <p>“(*) against performance bank guarantee”</p>
12	<p>Submission Date of Technical and Financial Proposals.</p> <p>Proposals to be submitted by 5 pm, 8 th June 2021. Any proposal delivered after the deadline will not be considered and will be returned unopened.</p>	3	<p>Requesting 2 weeks extension, due to the current pandemic situation. The statement may kindly be revised as: Proposals to be submitted by 5 pm, 23 th June 2021. Any proposal delivered after the deadline will not be considered and will be returned unopened.</p>	As mentioned at Sr No 6
13	<p>2. Technical Evaluation:</p> <p>1. Bidder’s Experience (Total 25 marks) a) Experience in providing management consulting services (as defined in the</p>	16	<p>1. Bidder’s Experience (Total 25 marks) a) Experience in providing management consulting services (as defined in the eligibility criteria – SI No 4) at any Bank / Financial Institution inside or outside</p>	No change proposed.

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<p>eligibility criteria – SI No 4) at a Development Bank / Development Financial Institution outside India with total assets above USD 50 Bn (as on 31 March, 2020) in the last 10 years (completed projects only and 10 years will be counted from date of completion of the project) across the following areas:</p> <ol style="list-style-type: none"> 1. Strategic direction / evaluating strategic choices / developing market landscape / scenarios OR 2. Organization structure or organization design or HR processes or ways of working OR 3. Operating model or processes or technology of the development bank OR 4. Other areas such as risk or treasury or any other support functions or partnerships. 	<p>India with total assets above USD 50 Bn (as on 31 March, 2020) in the last 10 years across the following areas:</p> <ol style="list-style-type: none"> 1. Strategic direction / evaluating strategic choices / developing market landscape / scenarios OR 2. Organization structure or organization design or HR processes or ways of working OR 3. Operating model or processes or technology of the development bank OR 4. Other areas such as risk or treasury or any other support functions or partnerships. 	
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14	<p>2. Technical Evaluation: b) Experience in helping initial set-up of one organization across public sector enterprises (PSE) or Gol special purpose vehicles (SPVs) or private sector financial institution in last 10 years (date of completion of assignment should be within last 10 years of issue of this RFP). 'Setup' activities include topics such as strategy or vision or roadmap or design; business model/plan or revenue model; roadmap and project management for implementation; identification and detailing of key processes; organization structure and HR processes, etc.</p> <p>Initial set up in above para includes work such as conversion of one organization to other not including mergers and</p>	16	<p>b) Experience of at least 1 Ongoing / Completed assignment in helping public sector enterprises (PSE) or special purpose vehicles (SPVs) of Gol or any state in India in last 5 years as Project Management Unit to support activities including elements such as strategy or vision or roadmap or design; business plan or revenue model; roadmap and project management for implementation; identification and detailing of key processes; organization structure and HR processes, etc.</p>	No change proposed.
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	acquisitions and work done within 2 years of launch of new business / set up / organization.			
15	Part II – 4. Proposed scope of work – Laying out operational workflows, metrics, and dashboards	11	We request you to clarify on the number and nature of ‘high impact processes (both customer facing and internal)’ for which digitization roadmap has to be created and the number of ‘priority processes’ for which manuals and SOPs have to be created; or whether the prioritization can that be mutually agreed upon at the beginning of the project.	The Infra DFI is expected to operate in a highly digital environment right from the start. Accordingly, the bidders need to provide the digitization roadmap for each, and every process proposed by them across the various Verticals / Departments.
16	Part II – 6 Proposed scope of work – Design of tools and templates	11	We request you to clarify if the consultant will be required to also provide or assist in selection of the vendor for the required smart tools and workflow management system for handing change requests.	As indicated in the para number 2 on page no 8, The detailed designing and further hand holding support includes interalia like release of RfPs, on boarding of requisite vendors.
17	Part III Eligibility criteria Point no. 2	13	We request you to share examples of projects or scope of projects that would qualify under ‘work such as conversion of an organization into a new type of organization (other than mergers and acquisitions)’.	The example for the NBFCs converting themselves into Bank, Micro Finance Institutions converting themselves into Small Finance Bank etc.
18	Part III Proposal presentation by successful bidder	21	We request you to consider and evaluate the feasibility of presentation by eligible bidders through video conference	The presentation in person will be preferable. However, in case of travel restrictions or any other difficulty due

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			facility. This relaxation will be valuable for proposed team members and experts stationed within and outside Mumbai to participate in the presentation, given current uncertainty in both intra-city and inter-city travel at this point of time.	to COVID pandemic, presentation through Video Conference will be permitted, at the sole discretion of SIDBI/Infra DFI .
19	Part III; 6.4 (6) Eligibility Criteria; Technical Evaluation; Eligibility and Technical Tender	13, 16, 29	We have signed confidentiality agreements with our clients that limit our ability to disclose their names, work order, contacts of the client's key personnel, completion certificate, etc. While we shall be happy to disclose the same where we are legally permitted to, we request you to accept the certificate with a brief description of our client (without disclosing their names), the nature of services we performed for them, the duration of the project and a tentative contract value duly attested by CA.	No change proposed.
20	Part VII – 2.5 Suspension	31	We suggest deletion of this clause in entirety. Any suspensions should be mutually discussed and agreed between the parties, since considering the nature of services, the team and Client shall work closely for the services.	No change proposed.
21	Part VII – 2.6 Termination	31	We suggest removing the reference of notice of suspension from clause 2.6.1 (b) and replacing the same with notice of material breach.	No change proposed.

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			<p>We suggest deleting clauses 2.6.1 (e) since the same is ambiguous, and</p> <p>2.6.1 (g) since any termination should be for a cause.</p> <p>We suggest amending the timelines in clauses 2.6.2 a. and b. to match clause 2.6.1, that is, 30 days.</p> <p>We suggest amending clause 2.6.4 to remove the reference of 'satisfactorily' performing services, since the services shall be provided as per the terms of the Contract and should not be dependent on the Client's satisfaction. Further, in the event of any termination, we should be paid for services performed, deliverables provided and our proprietary tools (if any) accessed up till the date of termination, and for reasonable expenses agreed in advance. We are unable to agree to the right to set off payment, and we propose to delete the same.</p>	
22	Part VII – 3.3 Confidentiality	34	<p>We agree to the confidentiality obligations.</p> <p>In the Contract, we propose to further clarify this clause to define 'Confidential</p>	No change proposed.

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		<p>Information' and to add mutual confidentiality obligations for both parties.</p> <p>Further, Confidential Information should not include information that: (a) is previously known to, or in the possession of, the receiving party without an obligation not to disclose; (b) is acquired by a receiving party from a third party which was not, to the receiving party's knowledge, under an obligation not to disclose such information; (c) which the receiving party can demonstrate was independently developed by or for the receiving party without reliance on any Confidential Information of the other party; (d) becomes publicly known and made generally available, through no breach of the Contract; or (e) is disclosed pursuant to an order of any court of competent jurisdiction or any regulatory, judicial, governmental, or similar body or any taxation authority of competent jurisdiction requiring disclosure of the Confidential Information of the disclosing party, provided that, to the extent legally permitted, the receiving party shall promptly notify the disclosing party.</p> <p>Additionally, in order to be compliant with any legal or tax orders, we request</p>	
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			that we are allowed to retain the copies of the reports or deliverables submitted by us as an evidence of the work completed by us under this Contract.	
23	Part VII – 3.4 Liability of the Consulting Agency	34	We propose to amend this clause to state that our aggregate liability for any direct damages, including third party claims, whether in contract (including indemnity), tort, strict liability or otherwise, shall be limited to one time the fees paid to us for the services/ deliverables that gave rise to the claim. We would also like to clarify that under no circumstances shall either party be liable to the other for any indirect, consequential, punitive, or other special damages.	No change proposed.
24	Part VII – 3.7 Accounting, Inspection and Auditing	34	While we agree to the Client’s right to audit, we would like to clarify that we will maintain the records for the purpose of Client assessing our compliance with the terms of the Contract. The Client’s internal or external auditors may audit, copy and inspect the records at reasonable times and upon reasonable notice; provided, however, that such auditors shall not be our competitors and all such auditors are instructed by the Client to maintain the confidentiality of the information gathered consistent with	No Change proposed.

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		the terms contained in the Contract. Further, nothing shall obligate us to disclose any documents or other materials relating to the profitability or internal profit and loss/ balance sheets associated with our business, payroll information, or information or material that constitute, in our opinion, legally privileged documents or information that we are bound to maintain as confidential by written obligation to a third party.	
25	Part VII – 3.10 Documents Prepared by the Consulting Agency to Be the Property of the SIDBI/ DFI	<p>35 We agree to provide the Client the IP of the final deliverables that are shared with the Client.</p> <p>We propose to clarify the language of the clause to allows us to retain the pre-existing and underlying intellectual property to the extent embedded in the deliverables. We shall also retain the ownership of any IP we develop while working for the Client, whether or not incorporated into the deliverables, if and only if considered an ‘enhancement” to our pre-existing IP.</p> <p>We shall not preclude the Client from sharing the deliverables with any third parties, however, we request the Client to ensure that such third parties sign our standard non-reliance letter before the</p>	No change proposed.

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		<p>Client shares deliverables and any third-party having access to the report or presentation may use it on a non-reliance basis. This would protect us from risks of third-party claims based on reliance on our deliverables, which are prepared only for the Client. We are unable to assume any legal obligations to non-clients that could arise from the redistribution of our work and we do not owe duty of care towards the third party.</p> <p>We would like to include a provision for no publicity, that is, neither party will include the deliverables in any prospectus, proxy statement, offering memorandum or similar document or materials prepared for public distribution, nor make any public announcement or press release regarding the engagement or deliverables provided/ services performed without the prior written consent of the other party.</p>	
26	Part VII – 5 Indemnification	38 We can agree to indemnifying only for losses that arise from third party claims for intellectual property rights' infringement (except patents which are not applicable to the scope of work). All direct claims or any other third-party	No change proposed.

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			claims can and should be litigated (or otherwise resolved) between the parties via the courts or other agreed processes. We would like to clarify that all our liabilities and indemnification obligations under the Contract shall arise if such claims are solely attributable to our gross negligence or intentional misconduct. Accordingly, we would like to amend clauses 5 a., b. and e.	
27	Part VII – 8.3.1 Arbitration	40	We propose that the sole arbitrator should be chosen mutually between the Parties, or each party should choose an arbitrator each and the two arbitrators should together choose the third arbitrator.	No Change proposed.
28	Format 6 Fall Clause; Facilitation of Investigation	54	We would like to delete the Fall Clause since the services we provide are personal to each of our clients and the fees paid for them are equally personal. Further, in any examination, nothing shall obligate us to disclose any documents or other material relating to the profitability or internal profit and loss/balance sheets associated with our business, payroll information, or information or material that constitute, in our opinion, legally privileged documents or information that we are bound to	No change proposed.

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			maintain as confidential by written obligation to a third party.	
29	Part VII - 4.7.3 Terms and Conditions for Payment	38	As per our standard terms, the client should pay within 7 days from raising the invoice. As an exception, we can consider the time period of 30 days from the date of raising the invoice. Hence would request you to please modify this clause.	No Change proposed.
30	Eligibility criteria # 2 Completion Certificate or a Self-Declaration to be furnished by the Bidder on its letter head. In case of self declaration, Bidder must provide a copy of the detailed work order and contact details of key official at Client's end who may be contacted for confirmation of credentials.	13	Bidder shall share named references wherever permissible. However, in certain agreements, client details cannot be provided due to confidentiality clauses. Bidder can connect SIDBI to specific clients if required	No change proposed.
31	Eligibility criteria # 3 Copy of audited relevant financial statement of financial years i.e. 2017-18, 2018-19 & 2019-20	13	Bidder shall submit an auditor certificate stating that Bidders has remained profitable for last 3 financial years	Auditor's certificate may be submitted.

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32	Eligibility criteria # 4 Auditor's Certificate stating revenues from management consulting business for last three financial years i.e. 2017-18, 2018-19 & 2019-20.	14	Bidder shall submit an auditor certificate stating that Bidders annual revenue has been > 250 Cr INR in last 3 financial years	Auditor's certificate may be submitted.
33	Evaluation criteria # 1 Evidence of work done in the projects to be provided by the consultant through reference letters or completion certifications or letter of award of contract	16-18	Bidder shall share client reference letters / other documents wherever permissible. If required, we can connect SIDBI to specific clients for references.	No change proposed.
34	6.4 Part B – Eligibility and Technical Tender The CVs should be of maximum 3 pages each and signed (by the key personnel) confirming that the information given in the CV is correct.	29	Bidders personnel shall provide digital signature on the CVs	It is clarified that the CVs can also be signed digitally.
35	6.4 Part B – Eligibility and Technical Tender	29	Due to client confidentiality reasons, Bidder shall not be able to share the value of the assignments	No change proposed.

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	Previous experience of the firm in similar types of assignments as per RFP (please indicate name of assignment, name/address of employer, date of award of assignment, date of completion of assignment, value of the assignment and role of your firm viz. prime consultant, sub- consultant, consortium member etc.)			
36	Assignment Data Sheet – Collaboration between firms for the purpose of this project: Consortium is not permitted.	4	Since the assignment requires multiple expertise and to enhance the proposal, we request consortium may please be allowed. The same shall be helpful to prepare a responsive proposal as per the requirements of the project.	As mentioned in point no 3
37	Part III: Eligibility & Evaluation Criteria – Sr. No. 1 Bidder should be a limited company (Public/Private) registered in India under the Companies Act, 1956/2013 or Partnership firm / LLP registered in India under Partnership Act 1932/2008 as amended for the last 3 years as on RFP issuance date.	13		

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38	Part III: Eligibility & Evaluation Criteria – Sr. No. 4 The Bidder should be a Management Consulting Firm with an annual revenue (net of GST) of at least INR 250 Crore in each of the three financial years (i.e. 2017-18, 2018-19 & 2019-20).	14	The annual revenue may be kept at Rs.200 Crore each year or an average of Rs.250 crore for three financial years (i.e. 2017-18, 2018-19 & 2019-20) may please be considered. We may also allow revenue for financial year 2020-21.	No change proposed in annual revenue criterion of Rs 250 Cr. Audited results for three out of last four years ending as on 31st March 2021 for determining turnover etc.
39	Parameters for evaluation of technical proposals – Sr No. 1 - Bidder’s Experience in providing management consulting services (as defined in the eligibility criteria – SI No 4) at a Development Bank / Development Financial Institution outside India with total assets above USD 50 Bn (as on 31 March, 2020) in the last 10 years (completed projects only and 10 years will be counted from date of completion of the project) across the following areas:	16	May please be considered as: Experience in providing management consulting services (as defined in the eligibility criteria – SI No 4) at a Development Bank / Development Financial Institution in India in the last 10 years (completed projects only and 10 years will be counted from date of completion of the project) across the following areas. (Restrictions related to Institution outside India with total assets above USD 50 Bn (as on 31 March, 2020) may please be removed.)	No change proposed. However, criterion related to Institution outside India with total assets modified from “ above USD 50 billion ” to “above USD 25 billion” (as on 31 March, 2020).
40	Parameters for evaluation of technical proposals – Sr No. 2.2 - Suitability of Key Resources:	20		No change proposed. However, criterion related to Institution outside India with total assets modified from “ above USD 50

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	One Domain Expert with prior experience in providing management consulting services (as defined in the eligibility criteria – SI No 4) at a Development Bank / Development Financial Institution outside India with total assets above USD 50 Bn (as on 31st March 2020) in the last 10 years (completed projects only and 10 years will be counted from date of completion of the project)		One Domain Expert with prior experience in providing management consulting services (as defined in the eligibility criteria – SI No 4) at a Development Bank / Development Financial Institution in India in the last 10 years (completed projects only and 10 years will be counted from date of completion of the project) (Restrictions related to Institution outside India with total assets above USD 50 Bn (as on 31 March, 2020) may please be removed.)	billion “ to “above USD 25 billion” (as on 31 March, 2020).						
41	Assignment Data Sheet EMD of Rs. 5 lakh, Mode : Bank Draft or Pay Order payable to SIDBI	3	As per the recent announcement by our Hon. Finance Minister, Smt. Nirmala Sitharaman, “Earnest money deposit (EMD) will not be required for tenders and will be replaced by bid security declaration”. Please find below the article where this appeared. https://economictimes.indiatimes.com/news/economy/policy/stimulus-3-0-fm-nirmala-sitharaman-announces-rs-18000-cr-additional-outlay-for-urban-housing-scheme/articleshow/79188705.cms	EMD may be deposited directly in SIDBI’s Bank A/C and copy of e-receipt should be submitted along with documents. SIDBI’s Bank A/C Details are as under: <table border="1" data-bbox="1465 1091 1885 1399"> <tr> <td>Account Name</td> <td>SIDBIAPV</td> </tr> <tr> <td>Bank</td> <td>State Bank of India</td> </tr> <tr> <td>Branch</td> <td>Bandra Kurla Complex (04380)</td> </tr> </table>	Account Name	SIDBIAPV	Bank	State Bank of India	Branch	Bandra Kurla Complex (04380)
Account Name	SIDBIAPV									
Bank	State Bank of India									
Branch	Bandra Kurla Complex (04380)									

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		<p>Considering the above, kindly request you to waive off the EMD clause. In case the EMD is not waived off, we request you to consider the below option. Owing to lockdown in various states and consequent restrictions on banking hours and mobility, we would request if an online mode for remitting the EMD is also provided to the bidders in additions to the instruments mentioned in the RFP.</p>	<table border="1" data-bbox="1472 380 1885 586"> <tr> <td>Type of Account</td> <td>Current</td> </tr> <tr> <td>A/c No</td> <td>37823159064</td> </tr> <tr> <td>IFSC Code</td> <td>SBIN0004380</td> </tr> </table> <p>Direct deposit of EMD in SIDBI's account may be ensured on or before the last date of submission of online bids ie 5 pm, 15th June 2021</p>	Type of Account	Current	A/c No	37823159064	IFSC Code	SBIN0004380
Type of Account	Current								
A/c No	37823159064								
IFSC Code	SBIN0004380								
42	<p>Assignment Data Sheet</p> <p>The submission date for the proposa1ls is 8 June 2021</p>	3	<p>We request for an extension of 14 days for the submission of the proposals owing to the pandemic situation and also non-availability of some of our key staff due to health reasons. This will enable us to produce a better-quality proposal and meet the requirements of the RFP</p>						
43	<p>Assignment Data Sheet</p> <p>Consultants must submit original and 4 copies of the Technical Proposal. A copy of the Technical Proposal must also be submitted in a pen drive in MS Word Format. Consultants must submit the Finance Proposal (in original) separately.</p>	4	<p>Given the pandemic situation and resultant mobility restrictions, it may be difficult to submit hard copies of the proposals.</p> <p>We request the client to consider electronic submission of the proposals as complete submission without a binding requirement of a hard copy submission as well as physical pen drive submission</p> <p>Additional option of submission of password protected soft copy is available. The change in dates for submission of soft copy and hard copy is as per the clarification provided at Sr No 6 of this document.</p>						

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	Receipt of the online bid (with password protection on both the files) at the designated email before the submission date will be considered as complete submission, if the online bid is chosen as an option, in addition to hardcopy			
44	<p>Part II: Broad Scope of Work and Key Deliverables for Consultants</p> <p>The bidder shall ensure detailed planning of all aspects of the set-up, execution of plans as per schedule and overall program management of the implementation process. The bidders shall also have to undertake sufficient knowledge transfer post set-up, as required.</p>	7	<p>We understand that the current bid only envisages creating the initial blueprint of the Infra DFI through a short-term/long term plan. Project management support to implement the recommendations, knowledge transfer support etc. are beyond the remit of the current engagement envisaged for the initial 6 months. Please confirm.</p>	<p>As mentioned, at para no 2 on page no 8 of RfP</p> <p>."</p>
45	<p>3.4 Organizational design and structure and talent</p> <p>Draft roles of key personnel, advertisements for hiring of key resources</p>	9	<p>We understand the role of the consultant is to give a draft of the job description and KRA and based on the same create draft of advertisements for acquiring talent. The process of issuing advertisements, hiring and onboarding</p>	<p>The process of issuing advertisements, hiring and onboarding will be undertaken by SIDBI/Infra DFI.</p>

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			will be undertaken by SIDBI themselves and the consultant would not have any role in this. Please confirm.	
46	<p>Part III: Eligibility & Evaluation Criteria</p> <p>Proof of documents for experience is stated as "Completion Certificate or a Self- Declaration to be furnished by the Bidder on its letter head. In case of self declaration, Bidder must provide a copy of the detailed work order and contact details of key official at Client's end who may be contacted for confirmation of credentials."</p>	13	On occasions we are involved in long-term and demand-based engagements, where we execute several projects as part of the larger engagement. These projects may not have an explicit mention in the contract or work order. In such a scenario, will an email acknowledgement from the client on our deliverables/reports suffice as proof?	No change proposed.
47	Bidder's experience (a) Experience in providing management consulting services (as defined in the eligibility criteria – SI No 4) at a Development Bank / Development Financial Institution outside India with total assets above USD 50 Bn (as on 31 March, 2020) in the last 10 years	16	We request you to waive off the condition of USD 50 billion of assets value for the DFIs. Some of the assignments may have involved working with DFIs at a nascent stage and it is practically impossible for these DFIs to scale up to such a huge value in assets in the space of a few years. Instead we request you to evaluate the teams based on the nature of work (as highlighted in points 1 to 4)	The value of asset modified from USD 50 billion to USD 25 billion

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			they might have done in the last 10 years with DFIs outside India	
48	<p>Part B – Eligibility and Technical Tender</p> <p>Each team member who is not a full time employee of the firm to give an undertaking that he / she is available to undertake the tasks allocated to him / her in the technical proposal.</p>	29	We understand that we can propose team members who are full time contractual advisors to the bidder. Please confirm if our understanding is correct.	Yes, bidders can propose team members who are full time contractual advisors to the bidders. However, as mentioned in the point no 6.4 – Part B – (5) on page no 29, each team member who is not a full time employee of the firm to give an undertaking that he / she is available to undertake the tasks allocated to him / her in the technical proposal.
49	<p>Part 1 Last Para</p> <p>Small Industries Development Bank of India (SIDBI) is the issuing authority for this RFP and will be responsible for all administrative matters for this RFP till required or till Infra DFI’s Board or their delegate decides otherwise. The final deliverables will need to be accepted by Infra DFI’s Board or their delegates.</p>	6	<p>(1) Whether the National Bank for Infrastructure Finance and Development has been setup.</p> <p>(2) By when the DFI’s Board is expected to be appointed?</p> <p>(3) Who are DFI’s Board delegate? Kindly clarify.</p>	<p>National Bank for Infrastructure Finance and Development is being setup, for which this RfP is released.</p> <p>The other information sought is not directly related to RfP.</p>
50	The bidder is also expected to ensure that the newly formed entity will be able to provide seamless services on the	7 & 8	What is the expected date of start of commercial operations of Infra DFI?	The information sought is not directly related to RfP.

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	date of start of commercial operations			
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In view of the clarifications provided during Prebid meeting, the following clauses have been modified accordingly

Annexure

RfP reference	Clause				
Part III Eligibility and Evaluation Criteria		Existing Clause		Revised Clause	
	SI No	Eligibility Criteria	(proof of documents required / must be submitted)	Eligibility Criteria	(proof of documents required / must be submitted)
	4	<p>The Bidder should be a Management Consulting Firm with an annual revenue (net of GST) of at least INR 250 Crore in each of the three financial years (i.e. 2017-18, 2018-19 & 2019-20).</p> <p>Management consulting firm refers to a firm involved in assisting and advising organizations in solving</p>	<p>Auditor's Certificate stating revenues from management consulting business for last three financial years i.e. 2017-18,</p>	<p>The Bidder should be a Management Consulting Firm with an annual revenue (net of GST) of at least INR 250 Crore in each of the three successive financial years (i.e. 2017-18, 2018-19 & 2019-20 or 2018-19, 2019-20 & 2020-21).</p> <p>Management consulting firm refers to a firm involved in</p>	<p>Auditors certificate stating revenues from management consulting business for last three audited financial years viz 2017-18, 2018-19 & 2019-20 or 2018-19, 2019-20 & 2020-21.</p>

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		<p>business problems across strategy / operations / performance / transformation / turnaround / organization design / digital transformation / HR through specialized expertise & experience.</p> <p>Revenues refer to revenues that the management consulting firm has earned as advisory fees in India on topics such as strategy / operations / sales / performance / transformation / turnaround / organization design / digital transformation / HR through specialized expertise & experience</p> <p>Consortium bidding is not permitted. Credentials and resources including key personnel of only one and the sole bidder will be considered for evaluation.</p>	<p>2018-19 & 2019-20.</p>	<p>assisting and advising organizations in solving business problems across strategy / operations / performance / transformation / turnaround / organization design / digital transformation / HR through specialized expertise & experience.</p> <p>Revenues refer to revenues that the management consulting firm has earned as advisory fees in India and outside India on topics such as strategy / operations / sales / performance / transformation / turnaround / organization design / digital transformation / HR through specialized expertise & experience</p> <p>Consortium bidding is not permitted. Credentials and resources including key personnel of only one and the sole bidder will be considered for evaluation.</p>	
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Part III Eligibility and Evaluation Criteria – Technical Evaluation	Existing Clause				Revised Clause			
	Criteria		Evaluation Parameters		Criteria		Evaluation Parameters	
	1. Bidder’s Experience (Total 25 marks)		<p>a) Experience in providing management consulting services (as defined in the eligibility criteria – SI No 4) at a Development Bank / Development Financial Institution outside India with total assets above USD 50 Bn (as on 31 March, 2020) in the last 10 years (completed projects only and 10 years will be counted from date of completion of the project) across the following areas:</p> <p>1. Strategic direction / evaluating strategic choices / developing market landscape / scenarios OR</p>		1. Bidder’s Experience (Total 25 marks)		<p>a) Experience in providing management consulting services (as defined in the eligibility criteria – SI No 4) at a Development Bank / Development Financial Institution outside India with total assets above USD 25 Bn (as on 31 March, 2020) in the last 10 years (completed projects only and 10 years will be counted from date of completion of the project) across the following areas:</p> <p>4. Strategic direction / evaluating strategic choices / developing market landscape / scenarios OR</p>	

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		<p>2. Organization structure or organization design or HR processes or ways of working OR</p> <p>3. Operating model or processes or technology of the development bank OR</p> <p>Other areas such as risk or treasury or any other support functions or partnerships.</p>		<p>5. Organization structure or organization design or HR processes or ways of working OR</p> <p>6. Operating model or processes or technology of the development bank OR</p> <p>Other areas such as risk or treasury or any other support functions or partnerships.</p>
	<p>2. Suitability of Key Resources (Total 24 marks)</p>	<p>2. One Domain Expert with prior experience in providing management consulting services (as defined in the eligibility criteria – SI No 4) at a Development Bank / Development Financial Institution outside India with total assets above USD 50 Bn (as on 31st March 2020) in the last 10 years (completed projects only and 10 years will be counted from date of completion of the project)</p>	<p>2. Suitability of Key Resources (Total 24 marks)</p>	<p>2. One Domain Expert with prior experience in providing management consulting services (as defined in the eligibility criteria – SI No 4) at a Development Bank / Development Financial Institution outside India with total assets above USD 25 Bn (as on 31st March 2020) in the last 10 years (completed projects only and 10 years will be counted from date of completion of the project)</p>

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